

OPENING ADDRESS

TO

MIDCAREER COURSE NO. 33

23 AUGUST 1972


WELCOME, ladies and gentlemen -- particularly as you head into the most important part of your career. You are now entering -- from the Agency viewpoint -- the most productive years of your career; you have spent a decade or so gaining experience and now have reached the so-called middle management level where you will be the decision-makers, using your experience and your training to guide you. Like the majors in the Army, it is you who make the organization run.

Your selection to attend this course is a mark of confidence from your supervisors - we think you have the potential for greater things, greater duties, greater responsibilities. You have become specialists in your own area; now the Agency wants you to broaden your outlook, learn about other areas, so you will be more effective managers for the future. I urge you to take advantage of this opportunity. Broaden your horizons in this course and keep an open mind to the changes around you.

The world is changing, the nation is changing, the intelligence community is changing, the Agency is changing. But change for

change's sake is not necessarily helpful. Where it is change for the better, we must welcome and adapt to it. The change of progress is welcome; the change of fickleness is a millstone on the path to progress. In your time you will have to select those changes which truly represent a forward movement.

The Agency is investing a lot in this course, not only your time and talents but those of 60 or 70 speakers from within and without our organization. Your course chairmen have arranged for an intensive and, we hope, effective array of top Agency talent to speak to you. I hope you will derive benefit and knowledge from these speakers as they share their experience with you and as you share your experience with one another. You are the future of this Agency and perhaps will in some measure secure the future of our country.

Much is changing around us, but the permanent values that give meaning to life for most of us do not change. We must strive for better and greater results in handling people, money and things. In the future it is highly probable that we shall be asked to do more with less resources. This will demand more from each of us.

The Director and all of us need your help, your enthusiasm and your contribution to a better and more effective Agency.

For example, economic intelligence is assuming a new importance. The great problem of the international narcotics trade is before us in all it's aspects, including the slanderous and false charges of Agency involvement. As the Director has said, such charges are "arrant nonsense".

Imagination and flexibility will be required along with professional competence and courage -- that quality which is the guarantee of all the others. Priority requirements will grow rather than diminish. We will be challenged in the years ahead. Let us be worthy of that challenge, for our future depends on our answer.

I have been with the Agency for six months now, after thirty years in Army and Defense Intelligence, and If I were to sum up my impressions of the Agency after six months, I could do so in one word -- REASSURANCE -- because of the professional and technical competence, dedication, continuity and enthusiasm I have found here. You are the grounds for that reassurance.

So I congratulate you on having been chosen to attend this course. I know you will achieve its objectives, that you will broaden your horizons and will be worthy of the future you will help to shape.

WELCOME ①
MST | MPT At GRADUATE
Age, MOST Productive years,

US over DECADE \rightarrow EXP.
Now + Mgmt ~~and~~ Decision Makers
use EXP + TRG to Guide,

Your Selection. Mkt. Cont. Super vs
Potential Growth, Dut. Resp.

You Specialists, Now Ag \leftarrow Area
learn other Areas = More
effective managers \rightarrow future

Urge you USE opp. MAX.

\leftarrow Horizon open Mind on Changes

Adv. 1. yo
World Changes, NATION Changes
Institution Changes, Age, Changes

CHANGE FOR CHANGE NOT NECESSARY.
CHANGE for better - Welcome & adopt
change of Progress - Welcome
change of friendliness = Philanthropy
In yr time you select changes
that truly rep. → Mgmt.

AGENCY INVEST LOT IN COURSE
NOT ONLY yr TIME & talents but those of 60/10
Speakers IN/OUT Agency & your Course
CHMN. Arranged intensive we hope
effective array of top Ag. talents to
speak to you. I hope you derive
& knowledge from speakers as they
share their exp. with you & you one another
you are future of agency and in some measure
not only its future but that of us depend on you

Much changes around us. Firm values
that give meaning to life to most of us
do NOT change.

We must strive better results harder.
People, money, things, in fact highly
prob asked to more with less
resources. will demand more streak of
us.

Direct. aid of US need your help either
contribution for better more effective CIA

EG. Econintel \rightarrow ^{more} Gr Prob Nav Trade
before us in all aspects involved
False & Slanders vs. Chayes CIA Involvement
As Dorec Said Arant nonsense

1. HAB + Flexib will be regu. + Profession.
Comp. + Courage \rightarrow can guarantee stability,
Priority & respects \rightarrow NOT
we will be challenged as never before
in years ahead. but we Worthy
for our future depends on how we lead.
In Agency 6 mo. after Bays Army + Def
1/2 year up.

Professional + Tech. Comp. dedication
continuity + enthusiasm I stand
here. you are ground for the team

So Congratulate you on choice
to attend this course. I know
you will achieve its objectives
you will expand horizons and be
worthy of the future you will
help to shape